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## ENGENDERING UTILITIES PARTNER PROFILE EDM, MOZAMBIQUE

USAID is proud to work with Electricidade de Moçambique, E.P. (EDM) in their commitment to overcome gender inequity in the energy sector as part of their path to long-term success.

When women serve as policymakers, executives, employees, and entrepreneurs, evidence shows that energy policies are more effective, energy products have higher sales rates, and utilities have higher returns on equity and investment. **USAID's Engendering Utilities program seeks to strengthen the energy sector by increasing the professional participation of women.** In October 2018, EDM began working with USAID through the Engendering Utilities program to collaboratively design tailored interventions to improve gender equality and women's empowerment outcomes and meet core business goals.

EDM has been Mozambique's electricity company since 1977, two years after Mozambique gained independence. In its early years, the company focused on recruiting technical staff and mobilizing international assistance to repair and replace critical infrastructure to ensure national electricity supply. In 1995, EDM transformed into a public company and inherited the debt burden from earlier and ongoing capital investments. The company currently has over 2,600 megawatts (MW) of installed capacity and a network of more than 5,000 km of high-voltage lines. EDM currently services around 29 percent of the population, but aims to achieve universal access to electricity by 2030. While EDM employs around 3,500 staff, only 14 percent are women. **As part of its strategic vision, EDM hopes to achieve 40% gender balance and be a model for other utilities.**

PHOTO: MEREDITH WATERS

## MOZAMBIQUE'S ENERGY SECTOR

Mozambique has the largest power generation potential in Southern Africa, with an estimated 187 gigawatts (GW) of untapped coal, hydro, gas, wind, and solar resources. Hydropower currently accounts for around 81 percent of installed capacity, but natural gas and renewable energy sources are growing within the country's energy mix. Despite Mozambique's energy potential, only 29 percent of the population has access to electricity, due to limited transmission and distribution networks and unfavorable market conditions for new generation.

Mozambique's energy sector remains male-dominated. Though women account for around 54 percent of Mozambique's labor market, women are not well represented in the energy sector. Indeed, while women in Mozambique benefit from higher than average labor force participation (78.1 percent according to the International Labour Organization), they still face obstacles when seeking employment within traditionally male-dominated sectors, such as energy.

## GENDER EQUITY IN ACTION

Based on a structured transformation process started in 2016, EDM considers gender equality a key part of their three strategic priorities: (1) achieving universal access to electricity in Mozambique, (2) establishing Mozambique as a Southern African energy powerhouse, and (3) becoming a model smart utility epitomizing gender equality and managerial and operational excellence. To achieve these strategic goals, EDM is working with USAID through the Engendering Utilities program to assess and identify high-impact interventions that can improve gender equity within the organization. Through Engendering Utilities, USAID is providing tailored coaching to EDM staff on gender equity and business best practices, and select utility personnel will participate in a 12-month gender equity executive leadership program in collaboration with Georgetown University.

A dedicated change management coach provided by the Engendering Utilities program is supporting the creation of a tailor-made Gender Strategy and Action Plan to support EDM's goal of achieving a workforce that is at least 40 percent female by 2030. An EDM Change Management Team comprised of leaders from across the organization will develop the Gender Strategy, define the Gender Action Plan, and lead operationalization of related measures. EDM will also place a strong emphasis on engaging influential male leaders as champions of gender equality.

## IMPACT

Prior to working with Engendering Utilities, EDM had already taken initiative to improve gender equity, illustrated most notably by incorporating gender as a key pillar of their overall business strategy. This strategy includes a goal to achieve a workforce of at least 40 percent women by 2030. EDM's commitment to gender equity is further exemplified through company programs and efforts, such as:

- **Prioritizing Gender Balance:** EDM established a gender department in 2016, with a mandate to update and develop strategies that ensure equity and achieve stated goals. EDM was the first public institution to select managerial staff through competition, with 26% of directors and managers being female.

- **Forum Mulher:** Created in 2018 with the aim of offering women workers a virtual space for the exchange of ideas and information to improve their professional career and effectively contribute to the transformation of the company, as well as to reach the strategic target of 40% by 2030. The Women's Forum has elected representatives to coordinate activities among all units in the country and operates a database provided by the workers including information about who they are, where they are, and what are their development needs.
- **Gender Roadshows:** EDM has hosted interactive learning projects in schools to familiarize and expose girls to the professional technical sector, with the hopes of increasing their participation in vocational technical training. EDM's goal is that girls participating in this initiative will commit to vocational training or to studying engineering in areas related to the electricity sector.
- **Bring Your Daughter to Work Day:** To further encourage girls to pursue careers in the electricity sector, EDM has hosted this event, which allows girls to learn about what their parents do, see what working for an electric company is like, and spark interest in energy sector careers.
- **Maputo Thermal Power Plant (CTM):** This power plant was inaugurated on August 22, 2018 and constitutes the largest investment the government of Mozambique and EDM have made in power generation infrastructure in the past 30 years. CTM is operated by 48 people, recently recruited and trained, 41 percent of whom are women. The plant will generate 106 MW of energy to supply the south of the country.
- **2018 Mozambique Women Leaders Summit:** A group of women from EDM composed of Directors, Heads of Department, union members, and Secretaries attended this summit. Promoted by the African Influence Exchange (IEA), participants were challenged and inspired to enhance their leadership skills and interact with each other, with the primary goals of empowering and equipping participants to have greater influence and create a positive impact, and encourage them to lead in their organizations.



PHOTO: EDM

## FOR MORE INFORMATION

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